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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (8 Sep 67) FOR OT RD 670252

22 September 1967

SUBJECT: Operational Report - Lessons Learned, Headquarters 1st  
Battalion, 27th Artillery

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 1st Battalion, 27th Artillery for quarterly period ending 30 April 1967. Information contained in this report should be reviewed and evaluated by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

APR 29 1968

1 Incl  
as

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(Continued on page 2)

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FOR OT RD  
670252

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US Army Weapons Command  
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DEPARTMENT OF THE ARMY  
Headquarters, 1st Battalion, 27th Artillery  
APO 96289

AVGE-T3

19 May 1967

SUBJECT: Operational Reports-Lessons Learned (RCS-CSFOR-65) (U)

THRU: Commanding Officer  
23d Artillery Group  
APO 96289

Commanding General  
II Field Force Vietnam, Artillery  
ATTN: AVFB-FA-C  
APO 96266

Commanding General  
United States Army Vietnam  
ATTN: AVC-DH  
APO 96307

Commander-in-Chief  
United States Army Pacific  
ATTN: GPOB-JIH  
APO 96558

TO: Assistant Chief of Staff for Force Development  
Department of the Army  
Washington, D.C., 20310

ACSFOR-AD File  
670252

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DOD DIR 5200.10

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## SECTION I

### SIGNIFICANT HEADQUARTERS OR UNIT ACTIVITIES

#### 1. (C) Administration and Personnel.

a. The 1st Battalion, 27th Artillery was activated at Fort Sill, Oklahoma as a deployable unit on 5 October 1966. The unit was assigned to the 214th Artillery Group (later redesignated 1st F A Brigade) from activation to deployment. Upon arrival in-country on 14 April 1967 the unit was assigned to the 23d Artillery Group.

b. The battalion was reorganized from the "D" series TOE to the "E" series on 15 February. This reorganization resulted in a change of authorized strength from 35 officers, 4 warrant officers, and 577 enlisted men to 33 officers, 4 warrant officers, and 509 enlisted men.

c. Personnel strength of the command on 30 April 1967 was:

<u>UNIT</u>	<u>TOE AUTH</u>			<u>ASSIGNED</u>		
	<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>OFF</u>	<u>WO</u>	<u>EM</u>
Headquarters Battery	22	1	149	21	1	146
A Battery	3	0	94	3	0	93
B Battery	3	0	94	3	0	93
C Battery	3	0	94	3	0	94
Service Battery	2	3	78	2	3	81
TOTALS	33	4	509	32	4	507

d. A large number of personnel changes were required immediately prior to deployment, most of which were a result of reorganization. Personnel changes were:

<u>GAINS:</u>	<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>LOSSES:</u>	<u>OFF</u>	<u>WO</u>	<u>EM</u>
	2	0	40		4	0	75

#### 2. (C) Intelligence

a. The largest task faced by the battalion S-2 was the processing of security clearances to support a special weapons training program. A total of 285 clearances were processed during the pre-deployment training period.

b. Prior to deployment the classified documents and material pertaining to the nuclear weapons system were turned over to a custodial unit at Fort Sill.



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## 3. (C) Training

a. Training under an 8-week Intensified Combat Training Program started on 24 October 1966. In early December, based primarily on personnel shortages, the readiness dates were changed from an Equipment Readiness Date (ERD) of 16 January 1967 and a Personnel Readiness Date (PRD) of 31 January 1967 to an ERD of 1 March 1967 and a PRD of 16 March 1967. The training program was adjusted to coincide with the revised readiness dates and an Army Training Test and Nuclear Capability Exercise were administered in January 1967. A rating of satisfactory was received in both areas.

b. During February 1967 all assigned personnel fired the newly issued M16E1 Rifle for POR qualification.

## 4. (C) Operations.

a. Upon receipt of the equipment in-country in late April 1967 the howitzers were calibrated by the 177th Ordnance Detachment.

b. From 26 to 30 April 1967 the battalion conducted operational training at Phu Loi firing under control of the 2nd Battalion 13th Artillery.

c. The following number of missions were fired with total amounts of ammunition listed below:

<u>UNIT</u>	<u>NO OF MSNS FIRED</u>	<u>AMMO EXPENDED</u> <u>155mm</u>
A Battery	79	1006
B Battery	93	1255
C Battery	105	1649
TOTAL	277	3910

## 5. (C) Logistics

a. Initial requisitions for TOE equipment were prepared and submitted by USAAMC, Fort Sill, Oklahoma prior to formal activation of the unit. This equipment began to arrive shortly after activation and receipt of supplies and equipment continued until two hours prior to departure of RED TAT cargo.

b. The unit was given a POM inspection by USAAMC in early February 1967, followed by a Final Operational Readiness Command Inspection conducted by the 1st Field Artillery Brigade.

c. The reorganization of the battalion on 15 February 1967 required many expedited supply actions by the battalion and USAAMC. With the exception of the carrier, cargo, M548 all major items were on hand in time for shipment of vehicles and general cargo on 6 March 1967. The M548 cargo tracks were replaced by 5 ton trucks on a one for one basis pending availability of the M548 vehicles in-country. 3

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## d. Movement of the battalion was as follows:

(1) Vehicles and general cargo were shipped from Beaumont, Texas on 6 March 1967, accompanied by one warrant officer and one enlisted man, and arrived in Saigon Port on 18 April 1967.

(2) The main body departed Fort Sill by air and rail on 22 March 1967, embarked from Oakland, California on 24 March, and arrived in-country on 14 April 1967.

(3) The advance party of 10 officers, one warrant officer, and 17 enlisted men departed Tinker Air Force Base by C141 on 30 March 1967 and arrived at Bien Hoa Air Base on 2 April 1967.

(4) WAHTOC packages accompanied by one non-commissioned officer, were shipped from Oakland, California, arriving at Saigon Port on 20 April 1967.

(5) All equipment and cargo arrived in-country undamaged.

## SECTION II

### PART I, OBSERVATIONS

#### 1. (U) Personnel and Administration

##### a. ITEM:

(1) DISCUSSION: The administrative burden of establishing an entire battalion is staggering and defies accurate description. This battalion started its training program eight days after the Personnel On Station Date (POSD). Although the unit was activated ten days prior to the POSD, the majority of the officers and non-commissioned officers available were primarily involved in caring for some 300 men that arrived early from the Artillery Training Center. This situation was aggravated by a lack of many key personnel such as supply sergeants, motor sergeants, mess personnel, and the personnel sergeant. A

(2) OBSERVATION: An orderly transition from zero strength to a full strength functional unit requires time, equipment, and an advance cadre of key personnel.

#### 2. (U) Intelligence

NONE.

#### 3. (C) Training and Organization

##### a. ITEM: Reorganization.

(1) DISCUSSION: The battalion was reorganized from the "D" series TOE to the "E" series TOE on 15 February 1967. This reorganization took place after the PCM inspection and at a time when the battalion was packing for overseas movement. 4

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The "E" series TOE is dated 15 August 1966 but did not become available to the battalion or USAAMC until December. The last minute reorganization precluded training under the current organization prior to deployment.

(2) OBSERVATION: Aggressive action by the unit and/or higher headquarters could have resulted in this reorganization either before activation or much earlier than actually took place. Reorganization at an earlier date would have allowed the unit to train under the same organization as that with which it deployed.

## 4. (U) Operations

NONE

## 5. (U) Logistics

### a. ITEM: Palletized Loading:

(1) DISCUSSION: A substantial portion of the RED TAT cargo was shipped in CONEX inserts as loose tonnage. The containers, pallets, and banding material provided were found inadequate for the handling of this type of cargo. Although no equipment received damage in shipping, many of the palletized containers were broken open prior to arrival at the final destination.

(2) OBSERVATION: Cargo shipped as loose tonnage should be packed in sturdy containers on rugged pallets and banded with heavy gauge steel bands.

### b. ITEM: Packing CONEX Containers.

(1) DISCUSSION: CONEX containers can be packed to a gross weight of 10,500 pounds. This was found to be a heavier load than the organic equipment was able to off-load at the final destination.

(2) OBSERVATION: Units must exercise care in packing CONEX containers to insure that off loading can be accomplished with organic equipment upon arrival in-country.

## SECTION II

### PART II, RECOMMENDATIONS

1. (U) Personnel and Administration: That a minimum of two weeks be allowed between arrival of an initial cadre and the POSD, and that two weeks be provided between the POSD and the start of the training program.

## 2. (U) Intelligence

NONE

3. (U) Training and Organization: That aggressive command action be taken at all headquarters to insure that the latest TOE is used to activate units for deployment, or that units be deployed under the TOE organization with which they have trained.

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4. (U) Operations

NONE

5. (U) Logistics

NONE

*Walter G. Kennedy*  
WALTER G. KENNEDY  
LTC, Arty  
Commanding

(6)

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AVGE-C 1st Ind (C)  
SUBJECT: Operational Report-Lessons Learned (RCS-CSFOR-65) (U)


DEPARTMENT OF THE ARMY, HEADQUARTERS, 23D ARTILLERY GROUP, APO 96289,  
22 May 1967

TO: Commanding General, II Field Force Vietnam Artillery, APO 96277

1. (U) The quarterly report of the 1st Battalion, 27th Artillery is approved.

2. (U) Section II, Part II, paragraph 1. Concur. It is necessary that a cadre be established prior to the arrival of filler personnel for the organization of a new unit to be conducted in a smooth and orderly fashion.

3. (U) Section II, Part II, paragraph 3. Concur. Changes in organization for a unit in the midst of training for expected deployment to a combat area creates severe problems and adversely effects that unit's preparedness unless additional training time is allocated after reorganization takes place.

  
ROBERT J KOCH  
Colonel, Artillery  
Commanding

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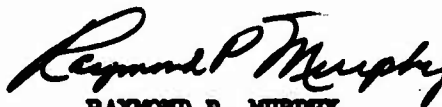
AVFB-FAC (19 May 67) 2d Ind  
SUBJECT: Operational Report - Lessons Learned (U)

Department of the Army, Headquarters, II Field Force Vietnam Artillery,  
APO 96266 9 JUN 1967

THRU: Commanding General, II Field Force Vietnam, APO 96266  
Commanding General, United States Army Vietnam, ATTN: AVHGC-DH,  
APO 96307  
Commander-in-Chief, United States Army Pacific, ATTN: GPOP-OT,  
APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

1. (U) The quarterly report of the 1st Battalion, 27th Artillery adequately reflects the operations and lessons learned during the reporting period.
2. (C) Reference Section II, Part I, paragraph b, Packing CONEX Containers. Additional equipment is available at debarkation ports for off loading CONEX containers or other material which cannot be removed by organic equipment. These arrangements should be made by sponsoring units.
3. (U) Concur with other comments, recommendations, and observations in basic document and first indorsement.

  
RAYMOND P. MURPHY  
Brigadier General, USA  
Commanding

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AVFBC-H (19 May 1967) 3d Ind  
SUBJECT: Operational Report-Lessons Learned, 1st Battalion, 27th  
Artillery, 30 April 1967 (RCS CSFOR-65)

DA, HQ II FFORCEV, APO San Francisco 96266 16 JUN 1967

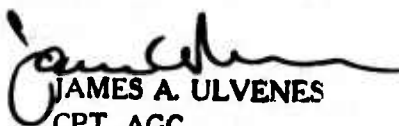
THRU: Commanding General, USARV, ATTN: AVHGC-DH, APO 96307  
Commander in Chief, US Army Pacific, ATTN: GPOP-MH, APO 96558

TO: Assistant Chief of Staff for Force Development, Dept of the  
Army, Washington, D. C. 20310

1. (U) The inclosed report is forwarded.
2. (U) Concur with all comments and recommendations in the report  
and two indorsements.

FOR THE COMMANDER:

2 Incl  
no

  
JAMES A. ULVENES  
CPT, AGC  
Asst AG

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AVHGC-DST (19 May 67)

4th Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
30 April 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 JUN 2 1 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,  
APO 96558


1. (U) This headquarters has reviewed the Operational Report- Lessons Learned for the period ending 30 April 1967 from Headquarters, 1st Battalion, 27th Artillery as indorsed.

2. (C) Pertinent comments follow:

a. Reference item concerning Training and Organization, page 5: Concur. Changes in organization should be scheduled in time to permit completion of the Unit Training Program prior to deployment. Recommend that USCOMARC make this an item of Command interest.

b. Reference item concerning arrival of initial cadre and the POSD, page 5; Concur. The actions to ensure: that a minimum of two weeks be allowed between arrival of an initial cadre and the personnel on station date (POSD); and that two weeks be provided between the POSD and the start of the training program, are beyond the scope of USARV. Recommend this be studied by DA.

FOR THE COMMANDER

  
for E. L. KENNEDY  
Cpt. AGC  
Asst Adjutant General

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GPOP-DT (19 May 67) 5th Ind (U)  
SUBJECT: Operational Report for the Quarterly Period Ending 30 April 1967  
for HQ, 1st Battalion, 27th Artillery (RCS CSFOR-65) (U)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 26 AUG 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has reviewed subject report and concurs in the  
report as indorsed.

FOR THE COMMANDER IN CHIEF:



HEAVILIN SNYDER  
CPT, AGC  
Asst AG

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